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2 December 1952

MEMORANDUM FOR: Deputy Director for Administration
ATTENTION : Chief, Organization and Methods Service
SUBJECT : OTR Comments on Centralized Graphic Services
REFERENCE : Secret Memo dated 3 November 1952 to DD/A from
Chief, O&MS; Subject: Graphic Services Throughout
the Departmental Headquarters of the Agency.

1. These comments are submitted pursuant to request of your office during the 7 November 1952 inter-office discussion of referenced memorandum.
2. OTR does not concur in the recommendation set forth in paragraph 5 and submits that the Findings, as set forth in paragraph 4, do not support the conclusion insofar as applicable to OTR.
3. In paragraph 3 of referenced memorandum are enumerated certain undesirable conditions which are implied to be typical if not universal and which, it is suggested, would be eliminated by consolidation of Agency "graphic" services and support in Cartographic Division of ORR. In my opinion, this generalization simply will not stand up. Specifically, it is stated that work-loads frequently are insufficient, that liaison with other similar organizations is inadequate, that those requiring graphic services do not know to whom to direct a request, and, finally, that the request itself may not be justified. It should be noted that the findings of fact as set forth in paragraph 4 g makes quite clear that these conditions do not exist in Training Aids Branch of OTR. To the contrary, the very existence of liaison between OTR and Graphics Branch of ORR is there mentioned in support of the recommended consolidation.
4. The entire matter of "consolidation" and "decentralization" must be carefully considered for neither is invariably the better solution to a given problem. A more faithful guide is the principle of unity of command. Application of this principle does not require that all economists be in one office, or all intelligence officers in another.

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5. Unity of command requires that each Assistant Director and Office Head have under his line authority individuals possessed of the diverse skills and abilities required for accomplishment of the mission assigned him by the DCI.

Thus, in the case of OTR, if the Director of Training determines that the Agency training mission can be accomplished more effectively by utilizing audio-visual aids as integral parts of training courses, then it follows that the research, development validation and production of such aids should be responsive to his line authority in the matter of priorities. It is indeed difficult to see how physical decentralization under central administrative control can result in an adequate system for the assignment of priorities when there is considered the heterogeneous nature of the specialized missions, requirements, deadlines, and security considerations of the various Offices.

6. With reference to paragraph 6 a, no explanation is given as to how these positions can be eliminated through consolidation alone. In this connection, it will be noted that of the three positions recommended for elimination from OTR two are unique and different from others recommended for elimination. It is submitted that the training aids work-load of OTR is such that these positions cannot be eliminated without adverse effect upon the training mission of the Agency. This conclusion is not inconsistent with the findings of fact set forth in paragraph 4 g of referenced memorandum.

7. OTR, through its Training Aids Branch, has sought to provide central Agency-wide support of training activities and has produced visual aids upon request of Office of Personnel and I&SO. It is proposed to continue this support in the face of difficulties occasioned by incomplete staff, inadequate space and physical remoteness from some Offices, and to enlarge such support as rapidly as possible. This is consistent with the assigned mission of OTR.

8. In summary, OTR does not concur in the recommendations set forth in paragraph 5, insofar as Training Aids Branch is concerned. Because Training Aids Branch is performing duties which are integrally a part of the development and presentation of training courses and programs it must remain integrally a part of OTR and thus must be considered one of the selected groups enumerated in paragraph 2 of referenced memorandum.

MATTHEW BAIRD
Director of Training

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